

DEVELOPING MILITARY HUMAN RESOURCES MANAGERS FOR SENIOR LEVEL POSITIONS

BY

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USAWC STRATEGY RESEARCH PROJECT

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ABSTRACT

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Army transformation efforts are focusing on developing an Army capable of responding to a wide range of contingency operations, given the unpredictable and complex security environment demands of the world. In the midst of this transformation is the need for the Army to examine how it develops Military Human Resources Managers (MHRM) for senior level positions. There are many aspects to human resources management, not to mention various levels. The senior human resources manager at the strategic level will need multi-dimensional and well-integrated competencies to excel in combined and joint environments. To develop HR leaders for the future, the HR community should become more agile and innovative in its leader development programs. More importantly, the development of MHRMs should be a deliberate process where education, training and unique developmental assignments will provide MHRMs with skills and competencies to fully support a transforming Army.

DEVELOPING MILITARY HUMAN RESOURCES MANAGERS FOR SENIOR LEVEL POSITIONS

The Army – is people. The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and Soldiers remain the centerpiece of our formation.

—General Eric Shinseki
Former Chief of Staff, U.S. Army

Army transformation efforts are focusing on missions, platforms, weapons, forces, organizations, technology, and operational concepts.¹ Given the unpredictable and complex security environment demands of the world, the United States must have an Army capable of responding to a wide range of contingency operations. As the Army continues to transform today, it is important to acknowledge its most precious resource - people. And since people are so important, should not the Army place more effort on the career path and development of those leaders who manage and support the Army's people, Army human resources (HR) managers? The senior human resources manager will need multi-dimensional and well-integrated sets of competencies to excel in combined and joint environments. The professional development of human resources managers is critical if they are to remain relevant and ready to fully support the Army in the future.

One of the primary objectives of this paper is to make recommendations about the skills and characteristics military human resources managers (MHRM) should possess in a transformed Army. In addition, this paper addresses issues and professional development shortcomings regarding MHRM career development and provides recommendations to help the Army achieve a better representation of highly trained and qualified MHRMs.

Finally, this paper highlights the need for a comprehensive plan of development for officers serving as MHRMs from the tactical to strategic levels. As a result, a key recommendation from this research is that the Army should make a concerted effort to develop senior human resources managers through education, training, and unique developmental assignments.

Evolution of the Officer Management System

In July 1996, General Dennis J. Reimer, Army Chief of Staff, created the Officer Personnel Management System (OPMS) Task Force XXI to assess the viability of the officer personnel management system for both current and future requirements.² The Task Force recommended several changes about how officers are managed, developed, and promoted in order to ensure officers possess the right skills, knowledge, and attributes to respond to evolving and future challenges.³ The OPMS XXI design called for the development of a bench of world-class functional and systems specialists who would provide technical or functional expertise not developed in the operational Army.⁴

Similarly, OPMS III changed the way the Army managed field grade officers by developing four distinct career fields vis a vis management by a basic branch and a secondary functional area. Part of this restructuring gave birth to the Institutional Support Career Field (ISCF), and Functional Area (FA) 43 being one of the seven functional areas within the ISCF.⁵

The original plan under the OPMS XXI restructure was for human resource managers (FA 43) to focus on planning and policy development, financial management, doctrine development, acquisition and management of personnel, projecting land

power, formulation of personnel policies, and formulation of strategy.⁶ The idea was to develop staff officers who were experts in managing the Army's personnel support programs versus personnel systems - programs such as morale, welfare and recreation support, equal opportunity, and other garrison related personnel functions. On the other hand, the Adjutant General (AG) Corps' Specialty Code 42 (SC 42) officers were aligned under the Operations Career Field (OPCF) to serve as experts in military personnel management systems and leaders in delivering personnel services.⁷ This also included serving as staff officers but more importantly offered SC 42 officers the opportunity to command personnel service units from company to brigade level.

Originally FA 43 branch, which replaced FA 41 (Personnel Programs Management), were HR positions on the staffs of Army tactical and operational units. However, in practice these positions were filled with combat arms officers whose jobs went away as the Army's structure pyramid starting getting smaller at the top of their basic branch.⁸ This was a good way to keep good combat arms officers in the Army and give them opportunities for advancement when there were not enough combat arms jobs to go around. Historically, some FA 41 jobs were personnel management systems related in nature while others were personnel support programs related. It was basically up to the commander on the ground to develop and assign an FA 41 officer as he deemed appropriate. Oftentimes however, if the FA 41 officer lacked strong personnel experience, a commander would have the officer fill the role in name only and work other more important "rank appropriate" tasks, relying heavily on an AG (SC 42) officer, if one was available, to perform the personnel systems functions.⁹

Given these aforementioned descriptions, it is important to understand the relationship between the two branches. The October 1998 edition of Department of the Army (DA) Pamphlet 600-3, *Commissioned Officer Development and Career Management*, stated:

Military personnel management is the responsibility of the Adjutant General (AG) branch and FA 43 (HR) officers are responsible for personnel programs. The linkage between these officers in performing the military personnel management functions is critical and must be mutually supportive to execute the full range of services and support to commanders, soldiers, civilians, and family members.¹⁰

Similarly, DA Pamphlet 600-3, dated 28 December 2005, states that “FA 43 officers are the principal coordinators and integrators of activities that assist military commanders and leaders at all echelons to fulfill their responsibility to military and civilian personnel”.¹¹ The MHRM provides the Army with a professional human resources manager focused on projecting requirements, developing capabilities, and planning, programming, and managing Army human resource life cycle functions in support of senior military leadership. As senior career staff officers, FA 43 officers are responsible for developing, interpreting, and integrating the Department Of Defense (DoD), Joint, and Army human resource programs and policies for the military, civilian, retiree, and contractor work force and their families at all echelons.¹²

So, what is the real mission of military human resources managers in the Army today? The mission of any HR element is to coordinate timely and effective manpower and HR support for commanders at all echelons, to enhance the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations, including joint, inter-agency, inter-governmental, and multinational

(JIIM) operations. HR support applies to all levels of operations: strategic, operational, and tactical.¹³

In November 2005, the Army G1 approved the merger of Adjutant General's Corps Officers (Branch 42) and FA 43 into a single officer Branch/FA. The merger of personnel systems management and human resources management into one career field provides the Army with a single human resources manager. This merger, which will be effective in October 2008 (fiscal year 2009), concentrates human resource management functions into two Areas of Concentration (AOC) 42B (Human Resources Officer) in the grades Lieutenant and Captain, and 42H (Senior Human Resources Officer) in the grades of Major through Colonel.¹⁴ This change is significant because it opens the door for FA 43 field grade officers (LTCs/COLs) to compete for command selection and key billets on future centralized selection (CSL) boards.¹⁵ While this change allows MHRM to compete for key strategic level assignments such as battalion/brigade level command and division/corps G-1 positions, it is not clear how well the Army has prepared former FA 43 officers, especially officers entering the functional area from combat arms branches, for these positions.

The current DA Pamphlet 600-3, dated 11 December 2007, captures the merger and describes the unique functions performed by the human resources area of concentration as follows:

The HR AOC provides manpower, HR services, and personnel support to commanders at all echelons in order to enhance the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations, and formulates policy and directs the Army's military personnel management system at strategic, operational, and tactical levels.¹⁶

The decision to merge the two specialty codes into a single branch will likely be more beneficial for the FA 43 community since many of the officers designated into FA 43 believe the functional area was never fully developed. The career path for FA 43 officers beyond the grade of Major was almost an afterthought. No one really knew or discussed the “key” assignments for FA 43 Lieutenant Colonels and Colonels. The FA 43 proponent office’s initial efforts in standing up the branch were adequate, but there was not enough guidance in identifying the key positions that enhance and further develop FA 43 officers to make them relevant to the Army G1 and the rest of the Army. There was simply no “voice” or senior advocate for the functional area. Additionally the linkage of FA 43 and AG officers can further be supported by field grade structure implemented by OPMS XXI for FA 43. Of the 326 approved field grade authorizations for FA 43, 117 positions changed from FA 41 to FA 43, and 68 of the authorizations migrated into FA 43 from AG branch authorizations.¹⁷

The merger gives ample opportunity to “bury the hatchet” between AG and FA 43 officers. There should no longer be differences between who handles personnel programs or personnel systems. For MHRMs to serve in a transforming Army means HR officers of the future should be well versed in many aspects of strategic HR functions. Functions such as recruiting, retention, equal opportunity, personnel strength accounting, and force management are a few of the key areas that properly develop MHRMs to perform military HR operations and understand Army systems, relationships, and interfaces.¹⁸

Defining Military Human Resources Management

The term military human resources management is used extensively throughout many of the Army's field manuals and DA Pamphlets. In the civilian sector, human resources management is thought of as the "total knowledge, skills, creative abilities, talents, and aptitudes of an organization's work force, as well as the values, attitudes, and beliefs of the individuals involved".¹⁹ The success of human resources is based on productive individuals, their inherent abilities, and the extent to which those abilities are modified through environmental factors such as education, training, and development.²⁰

Using these definitions, it stands to reason that the Army charge human resource professionals with such tasks as understanding the roles of recruiting, retention, career development, evaluations, safety, awards, retirement and separations, personnel management, morale and welfare, and compensation issues.

Over time, the Army's leadership adopted the term human resources management to describe those functions associated with personnel management and personnel administration.²¹ The United States Army War College publication, *How the Army Runs*, defines human resources management in a general sense as a series of integrated decisions about the employment relationship that influences the effectiveness of employees and organizations.²² "Military Human Resources Management (HRM) is the major component of the Army's overall HRM operations. It has evolved from a supporting role to that of a strategic enabler for the Army."²³ Given this definition and the nature of future challenges, MHRMs must possess the skills vital to the challenges of the 21st century.

Field Manual (FM) 1-0, dated February 2007, formerly known as FM 12-6, *Human Resources Support*, clearly explains the roles of an MHRM at the tactical level.

However, the FM says very little in terms of outlining the roles and functions of MHRMs at the operational and strategic level. Nonetheless, the document provides the mission, characteristics, and functions of human resources support up to the Corps level.²⁴

The Personnel Services Delivery Redesign (PSDR) concept enables commanders to possess their own HR capability to ensure modular forces enjoy the HR capability and structure needed to meet current and projected challenges. Keeping in line with the fundamentals outlined in FM 1-0, the PSDR concept provides commanders with the ability to have direct access and support from HR functional experts to ensure the tools, programs, policies and systems are in place to support manning, personnel readiness and the well-being of Soldiers.²⁵ With the implementation of the PSDR concept, the Army has revitalized its method of providing essential HR services to its Soldiers.

What this means to the human resources community is that an officer who served as an HR provider at the tactical level will eventually become a senior HR officer who must be multi-functionally equipped with requisite HR skills.²⁶ Officers accessed into the AG Branch will face tough challenges orchestrating, integrating, and assisting the commander in managing Soldiers.²⁷ Battalion and brigade S1s will serve as the MHRMs at the tactical level thus playing an instrumental role ensuring unit strength levels are maintained along with staff oversight in the areas of: Soldier retention, morale, equal opportunity, unit sexual assault policy, safety, drug and alcohol, unit voting and compensation issues.

Given the nature of future conflict, the Army can expect that officers at the brigade and below level will gain joint training and education earlier in their careers. As the Army develops multi-skilled leaders, MHRMs should become experts in their core warfighting

competencies while developing in-depth knowledge of the Army as an organization and the units they are supporting. It can be argued that officers who were branch detailed and assigned to a combat arms branch prior to returning to the AG branch are more adept at understanding how to better support the warfighter, since many of them had recently served in leadership positions at the battalion and below levels in warfighting organizations. MHRMs serving repetitive assignments as a Battalion S1 will come to recognize how to adapt to new conditions and unforeseen events.²⁸ By the time they serve as a Brigade S1, it is expected that MHRMs will have a wealth of knowledge and experiences based on previous MHRM educational opportunities and assignments.

Role of Military Human Resources Managers

Whatever the conventional HR function has been doing, there is still the question: “Could we have an HR function that adds a great deal more value?” This is not just a case of looking at cost or efficiency, although they will always form part of the equation, but also involves considering HR has a much more fundamental role to play in improving individual and organizational performance, in a way that no other function can.²⁹

Successful human resources managers must focus on the 3 Cs – credibility, competence, and courage.³⁰

- **Credibility** involves doing what we say we will do – in every situation; HR professionals must maintain a level of integrity beyond reproach, and keeping confidences.³¹
- **Competence** includes constantly upgrading business and HR skills, broadening the professional tool kit to address changing organizational needs, being aware of shortcomings, using good judgment to search our best practices and help from others.³²

- **Courage** is characterized by challenging the process of how things are done, pushing for continuous improvement, and demonstrating the willingness to take risks.³³

The MHRM who takes their role seriously and adopts the 3 Cs will undoubtedly serve as an asset to their organizations, but will also be a “superhuman resource manager in the twenty-first century”.³⁴ When you find organizations where HR is underdeveloped you will probably find it undervalued as a discipline. It is typically perceived only as a personnel administration function.³⁵

Human Resources Managers in this environment would find it difficult to establish credibility since strategic leaders would find it hard to recognize the value added by MHRMs to the organizational mission. In order for HR professionals to become credible, strategic leaders must perceive that HR has relevance and therefore recognize that MHRMs do more than just count personnel. Once recognized, MHRMs will have earned a place at the table.³⁶ Also, if the PSDR concept works, then their credibility with the field will be established and eventually over time migrate to the more strategic levels of the Army.

Senior leaders must know that MHRMs are trained and educated and therefore can be trusted as the technical experts from the battalion and brigade levels to the highest strategic levels of the military. It is certainly not expected for MHRMs to know and understand all aspects of the roles and functions associated with MHRM, but it is expected that MHRMs can assist their leaders in carrying out the strategic goals of the organization.³⁷

Finally, the Army must build a strategic intent for MHRM, and create an organization to deliver the strategy.³⁸ The creation of a consolidated Human Resources Center of Excellence (CoE) is an example of how the Army plans to integrate the eight HR life-cycle functions of: acquire, develop, distribute, sustain, transition, deploy, compensate, and structure.³⁹ The implementation of the Defense Integrated Military Human Resources System (DIMHRS) incorporates two additional HR life-cycle functions, compensation and structure, that will be performed within the HR CoE by MHRMs. In addition, the redesign facilitates the integration of Active and Reserve Components and supports a full life-cycle of personnel functions to provide ready and relevant forces.

Due to activate in 2011, the HR CoE brings together Army Accessions Command, Cadet Command, Recruiting Command, and Human Resources Command (HRC) into one location at Fort Knox, Kentucky. The initial mission of the HR CoE is to:

Develop, integrate and execute the full spectrum of Human Resources programs, services and systems in order to support the accession, readiness, training and well being of the Army active, reserve, retired and veteran Soldiers, families, and DA civilians.⁴⁰

This architecture links core personnel tasks at the strategic level. The stand-up of the HR CoE also supports the human resources responsibilities per DoD Directive 5100.1, which outlines what each of the Military Departments are responsible for as a force provider.⁴¹

The development of Army MHRMs will require investment in time, talent, and resources. Specific areas the Army's HR community should consider are:

- **Building a MHRM Bench:** The Army must identify the competencies of the MHRM of the future, both at the top and the middle of the organization.⁴²

- **Leveraging Technology:** Technology will change how work is done in general and HR is practiced in particular.⁴³
- **Assignment Opportunities:** DA Pamphlet 600-3 outlines the positions that each branch determines best for the development of the officer.

Building an MHRM Bench

Successful implementation of the PSDR concept will assist the Army in developing MHRM officers for future opportunities and to foster more experienced development. The framework is to commission and assign enough AG officers to serve from the tactical through strategic levels; Battalion/Brigade, Corps/Theater to Headquarters, Department of the Army. Of course it is highly probable that some officers will continue to be designated as FA 43 officers until the Army reaches a steady state where the available population (42B/42H) satisfies the majority of MHRM requirements.⁴⁴

At the Lieutenant level, AG officers will complete three stages of Basic Officer Leader Course (BOLC) in order to produce junior AG officers who are confident and competent in executing their duties in harmony with their combat arms peers. BOLC I through BOLC III provides standardized branch immaterial and branch specific training focused at the platoon and company levels. AG captains attend the Captains Career Course (CCC) normally during their fourth year of service. Designed to complement assignments and experiences that will be gained after CCC attendance, the course prepares officers for the rank of major.

As a strategic leader, there are three attributes essential for building a good frame of reference. First, the leader must be open to new experiences and receive input/feedback from others including subordinates.⁴⁵ Second, the leader must be

reflective, not afraid to go back into the past and rethink past experiences and learn from them.⁴⁶ Third, the leader must be comfortable with abstracts and concepts common in the strategic environment.⁴⁷

The task of developing strategic human resources managers with the right skills and attributes is probably the most challenging for the Army's personnel community. As mentioned earlier, the Army clearly identifies and explains the roles and missions of a MHRM. However, the way the Army develops MHRMs for strategic level assignments is questionable. For example, senior AG Captains and Majors who attend Intermediate Level Education (ILE) at Fort Leavenworth, Kansas receive very little instruction on human resources management. This is despite the fact that ILE serves as the Army's professional military education for senior captains and majors, and is supposed to prepare officers with skills for their next ten years of service.⁴⁸

In addition, there are disconnects about how 42H officers receive ILE. Today, AG officers attend the common core course at Fort Leavenworth during the first 16 weeks of ILE and then attend the Advanced Operations and Warfighting Course (AOWC) for 24 weeks.⁴⁹ On the other hand, FA 43 officers receive the 16 week core course taught at satellite locations, (Fort Belvoir, Virginia, Fort Lee, Virginia, and Fort Gordon, Georgia) and a four week HR development course offered by the FA 43 proponent office at Fort Jackson, South Carolina.⁵⁰ AG officers at Fort Leavenworth gain a great deal of insight about operational level warfighting with very little instruction offered about military human resources management. In fact, only one elective offered at ILE pertains to human resources management.⁵¹ Additionally, there is no consistency or effort to ensure that AG officers attending ILE get the four week HR development training

offered by the FA 43 proponent. However, there is movement to adjust the ILE elective curriculum by creating more emphasis on an elective that stresses HR programs and systems.⁵² This elective, if approved, will closely mirror the aforementioned HR development course, and provide more focus on developing AG officers for brigade S-1 positions.⁵³

In order for the Army to develop consistently prepared senior human resource managers, training and education should be conducted in a uniform manner regardless of how officers enter the HR career path. In light of the merger it appears the Army has not truly committed to developing strategic HR managers with the same core competencies because officers designated as 42H do not receive the same core training. For example, to sustain and strengthen any competitive edge, the Army should do more to develop senior human resources managers to understand enterprise type level HR Management. The career development of senior MHRMs should include more education and experience in strength management, force management and development, joint personnel management, recruiting and retention, compensation, and other personnel program/human resources related topics.

Officers may take advantage of other training opportunities that will further enhance their understanding of human resources related issues. Granted, there may be limited opportunities for officers to receive comprehensive training in areas that fall into military human resources. However, this does not prevent an officer from seeking un-programmed training that could be beneficial for the current position for which the Army has no in-house training capability. For example, using systems such as the S1 Net, which serves as a repository for pertinent HR information, enables MHRMs the

opportunity to seek and share information among fellow MHRMs. Additional educational experiences can come via hands on training when the officer is not afforded formal training or instruction. Over time the knowledge base established via schooling, experience, and self-development serves as a frame of reference for the MHRM as they work from the tactical level to the strategic level.⁵⁴

Leveraging Technology

The implementation of DIMHRS in October 2008 will change the way the Army conducts human resources management, and will be profoundly different than what is currently available. DIMHRS provides commanders and their MHRMs with total asset visibility of military personnel regardless of component of service to include those operating in a joint environment.

DIMHRS provides a tool for senior HR managers to handle a greater variety of HR functions under one system because it realigns a currently disconnected human resources system by standardizing approximately 80 existing manpower, personnel and pay processing systems across the four Services and the Defense Finance and Accounting Service (DFAS).⁵⁵ DIMHRS is not a panacea for HR challenges, but its use will be a great step towards bridging the gap between different DoD HR systems. Perhaps most importantly, DIMHRS supports MHRMs advice and decision making by giving them a common operating picture of military personnel assets.

Professional Development and Assignment Opportunities for HR Professionals

Senior HR leaders should manage strategic human resources professionals carefully to ensure each officer is given the requisite assignments to develop the skills and attributes necessary for a successful HR practitioner. The Human Resources

Command (HRC) has the responsibility of managing all 42B/42H officers from 2LT through LTC). In addition, all 42H Colonel assignments are handled by the Army Senior Leader Development Office (SLD). By systematically planning and forecasting HR requirements, whether joint or service specific, the HR management team should place great importance on building and maintaining a pipeline of MHRMs who are capable of meeting joint, coalition, and Army mission requirements.

In order to ensure proper development of MHRMs, assignment managers must monitor the amount of time spent in key or critical assignments to ensure that the professional development of the officer is satisfied. This is especially true for officers who enter the HR area of concentration through the Career Field Designation (CFD) process. In fact, the officer selected should already have some type of HR experience or educational background to help facilitate their transition into the 42H community.

As the Army moves closer to establishing the aforementioned HR CoE, the need to produce and sustain highly qualified, senior HR leaders should be seen as a necessary step to keep pace with the transforming Army. DA Pam 600-3 outlines the assignment process for an officer's career based on Army requirements, availability of assignments, and career development needs. Since the Army's new modular structure enables HR officers to excel in key positions other than command and still remain competitive for promotions and schooling, greater emphasis should be placed on preparing officers for positions outside of command such as: Corps G1, Army G1 or Joint Staff, J1.

For example, assignments in recruiting and accessions command are just a few of the assignment opportunities that could be filled by MHRMs. In the future, senior HR

managers should strive to serve as a brigade S1, sustainment brigade HR support officer, Deputy G-1, HRC, DA, Joint Staff HR Personnel Officer. These assignment opportunities will introduce officers to strategic human resources policy issues affecting personnel. Over time as more MHRMs develop under the PSDR concept, the Army can expect that these officers will acquire the requisite skills in personnel management.⁵⁶

Ways the Army Can Improve HR Leader Competencies

Senior Human Resources Managers must be able to make informed decisions and have a robust understanding of personnel structure, manpower management, training integration, distribution, development, compensation, recruiting and retention programs, well-being programs, and personnel readiness from both individual and unit perspectives. In order to improve HR leader competencies, the Army should develop a comprehensive training and development program working with top-rate colleges and universities, other Services, and inter-governmental agencies that are renowned for their human resources programs.

The HR community should take advantage of the current Army Fellows Program. The Army Fellows Program offered through the Rand Arroyo Center, the U.S. Army's only federally funded research and development center, offers selected officers the opportunity to work with world-class researchers on Army policy issues. Human Resource (42H) officers selected for this fellowship should focus their research on personnel policy issues facing our Army to improve their own professional development and add to the body of military personnel policy information. In order to guide Fellows, it would be helpful for Army G1 to identify and share personnel policy issues currently being worked or in need of research. The officer could select one or more of those

areas to work during their year of fellowship and, since the program is a one year fellowship followed by a utilization tour, an officer could start work on a project that they may inherit in the future.

Another area that could be leveraged to better prepare MHRMs to operate at the strategic level is the Army Intern Program. The Army Intern Program is a three year program divided into three distinct phases: Georgetown phase (Master's level degree in Public Policy); Office of the Secretary of Defense (OSD)/Joint Staff (JS) phase; and Army Staff phase. Senior Army Captains selected for this program are some of the best within their respective branches. Presently, there are no 42H officers serving in any of the three phases of the Army Intern Program. The HRC assignment manager should nominate, at a minimum, one officer per year for this career enhancing opportunity. Upon completion of the Georgetown phase, HRC could work closely with the Army Staff proponent to assign the officer to either the OSD/Undersecretary of Defense for Personnel and Readiness or the Joint Staff, J1. Then, upon completion of the OSD/Joint phase, HRC could assign the officer to the Army G1 for further development regarding personnel policy decision making. If managed in a timely manner, the MHRM could complete ILE before returning to the field at the tactical or operational level. This investment equips the MHRM with not only a Master's level degree education, but continues to build upon their professional HR frame of reference.

The Army's Training with Industry (TWI) program could also provide MHRMs with a unique opportunity to train for one year with industries that excel in areas of human resources management. Officers participating in this program may be exposed to HR best practices such as: innovative management techniques, leadership development,

mentoring programs, diversity initiatives, recruitment and retention strategies, and compensation. Selected officers acquire first hand knowledge and experience along with formal training and practical application. Although organizational goals may differ, many similarities exist in the leadership techniques, work processes and resources used to achieve goals. Currently there are no TWI opportunities offered to MHRMs. In an era of increased recruiting and retention challenges, increased initiatives aimed at diversity and other HR related areas, it only makes sense that the Army should consider opening up TWI positions for MHRMs.

In terms of MHRM professional education, in particular ILE, the Army must establish one standard. The Army Training and Doctrine Command, in conjunction with the Army G1 and G3, should develop how MHRMs will receive ILE. Regardless of location, there must be additional focus placed on providing education that will help guide MHRMs in future operational and strategic level assignments. One way to accomplish a standard education would be to require that MHRMs attend the Human Resources Management Course. The Army is making an effort to incorporate more of the areas pertinent to MHRM development; however, great consideration should be given to expanding the current HR Management Course from four to six weeks. The additional time would allow more emphasis to be placed on strength management, force management/structure (Modified Table of Equipment [MTOE]) and Table of Distribution and Allowances (TDA) development, which are two of the areas where the current program of instruction (POI) can be modified.

Finally, MHRMs should pursue HR certification courses offered at a variety of colleges and universities, to include programs offered through the Society for Human

Resource Management (SHRM). The pursuit of HR certification can build upon previously learned HR experiences and education, but also provides HR officers an insight into corporate HR practices and procedures.

Conclusion

In his book, *Human Resource Champions*, Dave Ulrich points out that “Being an effective HR professional does not simply mean moving from operational to strategic work. It means learning to master both operational and strategic processes and people”.⁵⁷ Army transformation continues to take place at a rapid pace. The senior HR managers today and in the future require skills that are consistent with the recognized HR needs of the Army. Smart, passionate, and competent senior HR officers are needed in a transforming Army. Getting good people and retaining them while providing the educational and operational experiences they need creates a diverse bench of MHRMs who will serve the needs of the 21st century Army.

The Army’s HR community must complete its metamorphosis in the development of its leaders. To develop MHRM leaders for the future, the HR community must become more agile and innovative in its leader development programs. More importantly, the development must be consistent. The Army cannot afford to ignore the value of military human resources managers at any level especially at the strategic level. The on-going initiatives within the HR community provide an opportunity to bring together core HR functions mirroring some of those that currently exist within the civilian community. In order to meet the demands of the 21st century Army, the Army must develop an MHRM community with the right officers who have the right skills to fill key strategic level HR positions.

Endnotes

¹ *Manpower, Resources, and Personnel Systems Alignment*, Rand Research Brief, (Santa Monica, CA: RAND, October 2006), 1.

² U.S. Department of the Army, OPMS XXI Task Force, *What is OPMS XXI? An Officer's Guide to the Officer Personnel Management System for the 21st Century* (Washington D.C.: n.p., August 1998)

³ Ibid.

⁴ David D. Haught, *Officer Personnel Management in the Army: Past, Present, and Future* (Carlisle Barracks: U.S. Army War College, 2003), 19; quoted in Michael A. Bills, *Changes in the Basics of Officer Management* (Carlisle Barracks: U.S. Army War College, 2004), 2.

⁵ Under this new system, four distinct career fields were established. Operations, Information Operations, Operations Support, and Institutional Support. The Institutional Support Career Field was made up of seven functional areas: FA 43 (Human Resource Management), FA 45 (Comptroller), FA 47 (United States Military Academy Permanent Associate Professor), FA 49 (Operations Research/Systems Analysis), FA 50 (Strategy and Force Development), FA 52 (Nuclear Research and Operations).

⁶ U.S. Department of the Army, *Commissioned Officer Professional Development and Career Management*, Department of the Army Pamphlet 600-3 (Washington D.C.: U.S. Department of the Army, 1 October 1998), 179.

⁷ Ibid.

⁸ Angela Cotton, electronic mail message to John H. McPhaul, 17 January 2008. Major (Ret) Cotton served as an original member of the OPMS XXI Task Force and later went on to serve as the first FA 43 proponent officer.

⁹ Ibid.

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¹⁷ Army Human Resources Management Proponency Office and School, "Functional Area 43: Human Resource Management," briefing slides, Alexandria, VA, U.S. Army Human Resource Management and Proponency Office and School, n.d.; quoted in Jon E. Finke, *Military Human Resource Professionals for the Transforming Army* (Carlisle Barracks: U.S. Army War College, 2001), 5.

¹⁸ U.S. Department of the Army, *Commissioned Officer Professional Development and Career Management*, dated 11 December 2007, 352.

¹⁹ Leon C. Megginson, *Personnel and Human Resources Administration* (Homewood, IL: Irwin, 1977), 4.

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²⁴ U.S. Department of the Army, *Human Resources Support*, Field Manual 1-0 (Washington D.C.: U.S. Department of the Army, 21 February 2007), v.

²⁵ Barry L. Swain, *Two Key Initial Elements of the Personnel Transformation Drive to the Objective Force* (Carlisle Barracks: U.S. Army War College, 2001), 5.

²⁶ Jon E. Finke, *Military Human Resource Professionals for the Transforming Army* (Carlisle Barracks: U.S. Army War College, 2001), 7.

²⁷ Kenneth J. Cull, *Adjutant General Company Grade Development in the 21st Century* (Carlisle Barracks: U.S. Army War College, 2001), 2; quoted in Joseph I. Gill, III, *Impact of Army Transformation on Adjutant General's Corps Officers* (Carlisle Barracks: U.S. Army War College, 2007), 6.

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³¹ Ibid.

³² Ibid.

³³ Ibid.

³⁴ Ibid.

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³⁶ Dave Ulrich, Michael R. Losey, and Gary Lake, eds., *Tomorrow's HR Management: 48 Thought Leaders Call for Change* (New York: Wiley, 1999), 157.

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³⁸ Dave Ulrich, *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results* (Boston: Harvard Business School Press, 1997), 236.

³⁹ Army Human Resources Command, "HR Leaders Meeting," pre-decisional briefing slides, U.S. Army Human Resources Command, 1-2 May 2006.

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